

**South Sydney
Community Aid Multicultural
Neighbourhood Centre Inc**

Three Year Strategic Plan 2007 - 2010

June 2007

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Multicultural Neighbourhood Centre
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***We come here to make friends
We like to drop in any time***

About South Sydney Community Aid's Strategic Planning

South Sydney Community Aid Multicultural Neighbourhood Centre Inc (SSCA) has a long and strong history of providing services and advocating for the needs of disadvantaged people and communities in the South Sydney area for nearly 40 years. Its history involves a focus on meeting the needs of people from Culturally and Linguistically Diverse Backgrounds (CALD) and in running multicultural programs, with this remaining as a common focus during the history of SSCA. The organisation and its services are supported by volunteers and it encourages the participation and involvement of the local community.

Development of this strategic plan involved a range of stakeholders – Board members and staff participating in surveys and planning workshops and volunteers, clients and other service providers and locally based agencies participating in surveys, interviews and a focus group. The ideas generated were developed together by Board and staff to explore what SSCA is, a future vision for SSCA and future strategic directions.

The outcomes of this strategic planning process are important to

- give SSCA clear directions and a focus in the next three years
- support staff and provide clear directions for the development of their work plans.

Our Internal Environment

What SSCA has achieved in the past 2-3 years

In the past two to three years the key achievements across SSCA have been:

- We survived despite many challenges and threats
- Re-developed trust in particular from DoCS and Department of Fair Trading
- Regained clients' support
- Ran a diversity of programs including moving into computer programs and adult education
- Manoeuvred in a difficult political landscape
- Had good support from community and community leaders
- We played an active role in development of the Consortium (in response to the local environment and changes impacting on the organisation)
- Staff worked well
 - ✧ Restored confidence
 - ✧ Staff know the community and know how to run good programs
 - ✧ Staff are cohesive and have support for each other

- ✧ Staff have put in a strong personal effort
 - ✧ We have retained staff
- Board worked well
 - ✧ We kept Board members
 - ✧ Board supported staff
- Effective networking and participation in interagencies
- Had the ability to manage the move to the new location
- Worked within budget

What else would we like to have achieved

The things we would have liked to have achieved at SSCAMCNC over the past couple of years include:

- Have had a wider influence in the community
- Made contact with more people including those who would benefit from our services and newer residents who may be able to help with our programs
- Had a higher profile
- Have received more funds
- Set our future directions a bit earlier, as that would have helped us in addressing the issue raised by the RWA

Our External Environment

Issues in the External Environment impacting on SSCAMCNC

Over the past two to three years, SSCA has worked in a challenging environment. The local community is complex, with high numbers of disadvantaged people seeking support and services and a high level of cultural and linguistic diversity. There are complex social issues and well described concerns about safety and social isolation in the area. The introduction of the RWA and new services in the area have added a further level of complexity and challenges to locally based community services in the area like SSCA.

Our vision

Our vision for South Sydney Community Aid Multicultural Neighbourhood Centre (SSCA) over the next three years is:

Growth and strength of the organisation

- We want the organisation to grow and be stronger and more stable and sustainable
- We would like to see growth so that the organisation is bigger and has more programs, staff and more volunteers

Characteristics we want the community and our stakeholders to see in SSCA

- Held in high regard with a good reputation
- As a helpful place for people to go
- Supportive
- Open, welcoming and friendly
- Passionate and inspirational
- Responsive
- Grass roots

What we want to be seen as

- A community centre that has a strong focus on the community, catering for all groups, all ages, men and women, individuals and families, and also having a special multicultural focus and working with new and emerging communities
- A place where people come for information and advice, a first point of entry for people
- An open place for people to drop in where they can chat, access a computer, meet other people, get help with issues they may be experiencing (e.g. DoH), attend regular classes
- A meeting place in the community where people can make friends
- Providing creative and innovative programs for the community and being an umbrella for a number of programs and activities
- A place that makes individuals feel important and creates opportunities for people

Relationships with other organisations

- Stand alone and be independent but at the same time be well connected with other organisations, programs, services
- Interdependent with others, sharing resources and networking
- Having the capacity to make connections across a range of areas and connecting people

Our role in the community

- We would like to play a leadership role in our community

How we are governed and managed

- Commitment of the Board and strong governance
- Using resources effectively

- Board and staff are well trained and understand their responsibility and roles
- Board are supportive of staff
- Strong management and team work

Future Directions for SSCA

Our future in bringing the community together

In the future we see SSCA as a locally based neighbourhood centre that is:

- Open to everyone who needs help, providing information, resources, support and referral for people from the communities of Redfern, Waterloo, Alexandria, Darlington and surrounding areas across the City of Sydney
- A place to bring people together to contribute to addressing social isolation, to link people to connect/reconnect with the community and to contribute to a sense of belonging
- A starting point to get help and understand needs
- A harmonious place, with a multicultural focus in terms of information, advocacy, referral, support and service delivery
- Enthusiastic for helping people, caring for people and helping to ensure people are not missing out
- Provides opportunities for community engagement and leadership for different people
- Working in a community development framework

Our multicultural focus

- By being multicultural we mean being inclusive of people from all language groups and all cultural backgrounds. We embrace diversity
- In our work as a multicultural neighbourhood centre we have a key role in creating opportunities to bring people from all language and cultural backgrounds together, to learn through each other, and to respect and value diversity
- We are inclusive of all and facilitate opportunities for connections for people across different cultural groups and within their local community
- We work with individuals to address needs in different language and cultural communities, provide services and programs and refer to specialist services to meet individual needs.

Our three year Strategic Plan

What we want to achieve in the next three years

In the future SSCA plans to keep our local focus and maintain and expand our existing services and programs in the following ways:

Our Key Supporting Strategies - how we will achieve our objectives

Our Objectives	Key Supporting Strategies
<p>1. Be a key source of community information, referral and resources for people living and working in South Sydney</p>	<ol style="list-style-type: none"> 1. Undertake annual community needs analysis 2. Collect up to date information on services and programs available in the area in particular for people from CALD communities (including keeping copies of the City of Sydney Multicultural Directory) 3. Develop systems and processes to obtain up to date information from other agencies, especially on multicultural services on an ongoing basis 4. Develop systems and processes to organise this information within SSCA and make it <ul style="list-style-type: none"> • accessible to workers and volunteers within SSCA so that it can be readily used to give information to the community and in making referrals to other agencies • available to residents and the community 5. Ensure SSCA provides up-to-date information on an ongoing basis on all its services, activities and programs to other agencies for inclusion in other directories and newsletters, including via <ul style="list-style-type: none"> • City of Sydney information • Other local services • Links with CALD agencies eg Ethnic Community Council and ethno-specific agencies 6. Develop good information on programs and activities being provided by SSCA in a range of formats e.g. <ul style="list-style-type: none"> • Information brochures, cards and community information flyers (can be distributed via letter box drops and through other services and local venues) • Newsletters • Other community newsletters • Updated website

Our Objectives	Key Supporting Strategies
	<p>and disseminate and display this across the community to raise the profile of the organisation and to inform the community on services and activities provided</p> <ol style="list-style-type: none"> 7. Explore options to have SSCA information translated into community languages 8. Update the SSCA website and keep it up to date on an ongoing basis to provide good information on SSCA activities and programs and links to other agencies (in particular other agencies providing services for CALD communities) and including an information pages on SSCA activities and programs in community languages 9. Disseminate the SSCA annual report via SSCA website
<p>2. Be recognised as the place that brings people from different communities in South Sydney together to address social isolation and provide information and opportunities to engage in community life</p>	<ol style="list-style-type: none"> 1. Use the information from the community needs analysis (see 1.1) to plan programs and activities run by SSCA for the community that respond to needs at the grassroots level 2. Plan a calendar of events and activities at SSCA on a 6 monthly basis 3. Run one off community gathering events (at the centre, in other community facilities and local parks and open spaces) to provide opportunities for local people to come together and also for SSCA to become known and recognised in the local community 4. Run a range of social, education and recreation programs including English language classes, arts programs, healthy living and other recreational or social programs, with focus on meeting the needs of people in the local areas who are socially isolated, people from CALD communities and people who are disadvantaged and/or have high needs 5. Develop strategies to be a welcoming place which offers people the opportunities to meet others in the community, make social contacts and be involved in the neighbourhood centre, supported by volunteers 6. Arrange a centre opening to bring the community in to the centre 7. Organise regular open days and one off events at SSCA to celebrate special days/weeks 8. Participate in local events and festivals 9. Develop a 'Global Multiculturalism' project in partnership with UTS to raise awareness of local CALD issues and celebrate SSCA's 40th anniversary
<p>3. Expand SSCA programs and</p>	<ol style="list-style-type: none"> 1. Develop a volunteer management program to expand the capacity of SSCA to provide opportunities for people to

Our Objectives	Key Supporting Strategies
<p>services to meet the needs of diverse communities, supported by bi-lingual workers</p>	<p>volunteer and support a range of programs and activities</p> <ol style="list-style-type: none"> 2. Research options for funding grants and keep up to date with new programs and funding opportunities for locally based services and community development initiatives 3. Seek grants from the Australian Government to support and expand SSCA's role in supporting people from CALD communities and in resourcing people from new and emerging communities and refugees 4. Seek opportunities to expand SSCA's services to address local needs e.g. domestic violence casework for women from CALD communities 5. Develop a proposal to RWA to action areas identified in the Redfern Waterloo Human Services Plan (in partnership with Consortium) 6. Continue to seek grants for programs and projects that celebrate multiculturalism and bring people together to address social isolation 7. Continue to develop and expand opportunities to run programs, activities and projects to address social isolation for people in CALD communities, in partnership with other organisations 8. Have more trained bi-lingual staff for education and information provision to the community and to support SSCA programs and activities
<p>4. Be a voice for the social needs of people in the South Sydney area, in particular CALD communities</p>	<ol style="list-style-type: none"> 1. Expand opportunities for different communities to engage with SSCA and communicate needs and issues 2. Use the annual community needs analysis to identify local needs and feed these into planning processes of Council, RWA and other state human service agencies 3. Continue to advocate for the needs of CALD communities in the South Sydney area through lobbying, media and participation in networks
<p>5. Be a strong and active partner with local organisations to support service growth, build community capacity and meet local needs</p>	<ol style="list-style-type: none"> 1. Continue to participate and play an active role in the South Sydney Consortium 2. Continue to develop opportunities to provide programs, support and opportunities to participate in community life for people from CALD communities and people who are disadvantaged and/or socially isolated, in partnership with other organisations 3. Explore options to provide expanded outreach activities in

Our Objectives	Key Supporting Strategies
	community facilities
<p>6. Be supported by a strong and well resourced organisation</p>	<ol style="list-style-type: none"> 1. Identify future space needs for the range of neighbourhood centre activities to be run by SSCA 2. Secure ongoing access to affordable space in the local area that is appropriate and purpose designed for a neighbourhood centre and has capacity to accommodate SSCA's programs and future growth 3. Restructure and review the way work is done in SSCA, with <ul style="list-style-type: none"> • clear job roles • opportunities for community worker roles to grow • good processes for support and performance appraisal 4. Annually develop a program for support and training for SSCA staff and volunteers 5. Develop a volunteer management program <ul style="list-style-type: none"> • to clarify volunteer roles, including both local community volunteers and people participating in employment programs • to recruit, train, support and recognise volunteers from the community • accessing resources from other organisations e.g. Volunteering NSW 6. Set up an ongoing working party to review SSCA policies and procedures, tailor draft policies from the LCSA project to SSCA and implement practices that support the activities, programs and services of SSCA 7. Develop a strong and effective governance framework, with: <ul style="list-style-type: none"> • a new constitution that is approved and implemented • strategies to recruit and maintain Board membership to encourage solid continuity on the Board • skills development for Board members, including training in governance and Board responsibilities • good practices to ensure full compliance with all regulations • ongoing mechanisms for support, training and resourcing Board members